

PD-ABS-268

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**LAC**  **TECH**

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**AGRICULTURE AND RURAL DEVELOPMENT TECHNICAL SERVICES PROJECT**  
AID/LAC/DR/RD, CHEMONICS INTERNATIONAL, U.S. DEPT. OF AGRICULTURE

**FINAL REPORT  
FOR  
LAC TECH I**

**CONTRACT NUMBER: LAC-0022-C-00-9041-00**

**September 28, 1989-December 31, 1993**

**Chemonics International  
2000 M St., N.W., Suite 200  
Washington, D.C. 20036  
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### ANNEXES

**Annex A: LAC TECH Project Inventory**

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## **I. Introduction**

Chemonics International's technical assistance contract under the LAC TECH I (LTI) Project began on September 28, 1989 and was completed on December 31, 1993. The stated objective of the contract was to improve the intra-regional transfer and application of technology and information in selected high priority technical areas in order to improve the effectiveness of agricultural and rural development projects in LAC countries. Under this contract, the scope of work involved the following areas:

- 1. funds analyses;*
- 2. cross-cutting evaluations and assessments on issues of regional importance;*
- 3. providing training in technically difficult areas in the form of conferences, workshops, and seminars;*
- 4. technical assistance for strategy, program and project design;*
- 5. facilitate the identification of highly specialized expertise;*
- 6. technical support for host country program and project development;*
- 7. establish a mechanism for systematic evaluation of complex technical issues;*
- 8. efficient transfer of technology and information among Latin America/Caribbean (LAC) countries.*

At the time of implementation, the contract included 84 person months of long term technical assistance that would be provided by four key personnel: Albert Brown, Policy Analysis and Formulation Advisor; Kenneth Weiss, Agribusiness and Trade Development Advisor; Kerry Byrnes, Agricultural Research, Extension and Education Advisor; and, Candace Conrad, Program Manager. The contract also provided for a small amount of short term technical assistance, equivalent to 4 person months of level of effort. Section II includes technical summaries written by each of the long term technical advisors of his/her work over the life of the project (LOP). Therefore, the cross cutting conclusions and recommendations in this section express the opinions of the various advisors. Section III provides a detailed account of all modifications made to staffing, LOE, and budget. These modifications were made to ensure that the contract continued to maintain its technical relevance and ability to provide prompt and effective support to the field missions.

## **II. Technical Summary**

### **A. Long Term Advisors – Overview of staff composition and roles over LOP**

#### **1. Agricultural Policy and Analysis and Formulation Advisor**

For approximately the first two years of the contract, this position was held by Albert "Scaff" Brown. Mr. Brown served in this capacity through October, 1991, at which time he elected to leave the project. He was replaced by Dr. James Riordan. These individuals who served in this full time, long term position were responsible, as stated in their scope of work detailed in the contract, for providing the LAC Bureau with assistance in analyzing agricultural and rural development policies, identifying policy issues, and developing strategies for policy reforms. Although not formally stated in the scope of work for this position, both advisors functioned as technical chief of party. This role evolved over time and became somewhat more formalized when Dr. Riordan joined the team.

#### **2. Agricultural Research, Extension and Education (AgREE) Advisor**

Dr. Kerry Byrnes served as the AgREE advisor for the entire LOP. As stated in his SOW outlined in the contract, under this full time long term position, Dr. Byrnes was charged with providing the LAC bureau with assistance in analyzing agricultural research, education, and extension development programs and projects, as well as identifying issues and opportunities for increasing the effectiveness of these services in the region. His scope of work also required that he provide training for host country and mission personnel, and developed strategies for AID's involvement in these activities.

#### **3. Agribusiness and Trade Development (ATD) Advisor**

Mr. Kenneth Weiss served as the ATD advisor for the entire LOP. The scope of work detailed in the contract for this full time long term position required that he provide the LAC bureau with assistance in designing and evaluating agribusiness and trade promotion projects, identify appropriate and capable technical experts to provide assistance to missions for project development, identify issues and opportunities for increasing involvement in agribusiness development training for host country and mission personnel, and develop strategies for private sector development.

### **B. Technical Summaries**

#### **1. Agricultural Policy Advisor: A. Brown**

##### **a. General Overview**

The first Agricultural Policy Advisor for the LTI project was Albert "Scaff" Brown. He served in that capacity from December 1989 to October 1991. At that point, he was replaced by James Riordan. Mr. Brown recruited Dr. Riordan. In doing so, according to Mr. Brown, the professional stature of the position was thus enhanced.

During the 21 months he held this position, he completed 18 TDYs to LAC countries. The majority of these, as well as the assistance he provided to LAC/DR/RD, dealt with three areas:

-program design, including drafting concept papers and program scenarios, and reviewing critically sector and subsector studies prepared by others;

-program evaluation, including establishing evaluation and management information systems, and drafting or responding to design and evaluation issues;

-program strategies, conceptualizing mission or regional agricultural sector program strategies, and developing a sector strategy status report which summarized sector and subsector studies, as well as strategies for each USAID Mission.

## **b. Major Accomplishments**

**Non-Project Sector Assistance (NPSA):** This topic was revived in late 1989, and Mr. Brown was chosen to develop NPSA programs and guidance for the agricultural sector. He investigated possibilities in Honduras, Guatemala, Costa Rica, and Ecuador, and developed: (1) a rationale for Non-Project Sector Assistance; and, (2) a methodology for selecting and developing NPSA programs. He applied these to diverse activities in the four countries, and prepared the Honduran case for a LAC Bureau seminar on NPSA.

**Sector Policy:** An initial attempt to establish a summary of the status of agricultural policies in LAC countries proved to be an unrealistic undertaking. This led to the establishment of:

- Agricultural economics policy study group, which identified major policy constraints common to several countries in the region, and set about clarifying their causes and constraints to correction;
- CATIE. The Centro Agronómico Tecnológico de Investigación y Enseñanza (CATIE) is a major Central American organization which had received significant and successful support from ROCAP, but which still faced sustainability and management problems. Mr. Brown led successive teams which analyzed evaluation information, recommended changes in CATIE's constitution, governance and management, and supported CATIE's efforts to be selected as an international agricultural research center for forest management under auspices of the Consultative Group for International Agricultural Research.

## **2. Agricultural Policy Advisor (J. Riordan)**

### **a. General Overview**

On November 11, 1991, James Riordan replaced Albert L. (Scaff) Brown as LAC TECH I Agricultural Policy Advisor and continued in that capacity until he began work under LAC TECH II on August 12, 1993. Thus, he worked under LAC TECH I for a period of 21 months. During this period, he completed 19 TDYs in the LAC region. In addition to serving as Agricultural Policy Advisor, he as noted above, was charged with the responsibility of serving as the project's technical chief of party in mid 1992.

A review of Dr. Riordan's work during his tenure as Agricultural Policy Advisor reveals several interesting patterns:

-Geographically, the majority of his time was dedicated to Andean countries, especially Ecuador and Bolivia. Almost a fifth of his work time was spent physically in Andean countries and more than a third was allocated to programs there;

-Outside the Andean countries, Nicaragua and Haiti received most of Mr. Brown's attention. In fact, Haiti was the only country in the Caribbean in which he worked. In contrast, the time dedicated to Central America was distributed more broadly.

-Functionally, the categories of "Strategy/Program Development & Review" and "Project Development & Evaluation" each took up slightly less than one fourth of his work time. The former category includes strategy development not only for Missions but also -- and with increasing importance over the period -- for the Bureau as a whole.

## **b. Major Accomplishments**

-Drafting the LAC Bureau's *Strategic Guidelines for Programming Assistance for Agricultural Development and Natural Resource Management: Latin America and the Caribbean*;

-Conceptualizing and drafting LAC/DR/RD's *Rural Growth and Sustainable Development: A Proposal for Guiding AID's Assistance to Latin America and the Caribbean*;

-Designing a multivariate analysis of rural household survey data from Cochabamba, Bolivia, to estimate the impacts of different policy instruments in raising household incomes and to develop a typology of rural households corresponding to the differential impacts anticipated<sup>1</sup>;

-Providing rapid, quality response to Mission requests -- for example, in leading the team that developed the scope of work for the Agricultural Sector Policy Assessment in El Salvador and in contributing to the redesign of the Agroforestry II Project in Haiti;

-Drafting the policy reform matrix that guided USAID/Nicaragua in negotiating the 1992 PL 480, Title III, Agreement with the Government of Nicaragua; and

-Contributing to the institutional development of Ecuador's Institute for Development Strategies, which recognized Dr. Riordan's contributions by voting him a permanent Honorary Member.

## **c. "Cross-Cutting" Conclusions**

Two cross-cutting conclusions emerge from Dr. Riordan's work:

-The "transactions costs" paradigm developed in LAC/DR/RD's Sustainable Rural Growth Proposal is a powerful tool for thinking through the types of program actions that can contribute to making markets work efficiently for the rural poor as well as for others.

-The "demand-driven" paradigm has applicability to organizational development in a variety of functional areas -- for example, agricultural policy, technology generation and transfer, and non-traditional export promotion.

## **d. Recommendations for LAC TECH II**

Dr. Riordan views the highest priority for LAC TECH II, at least in the next year, is to trace out, and apply in LAC countries, the operational implications of the Sustainable Rural Growth Proposal. Key tasks include:

-Conceiving rural growth as more than agricultural development by focusing on raising the incomes of the rural poor, regardless of source;

-Integrating natural resource management as a full-fledged partner into project's thinking and into rural growth programs;

-Spelling out how lowering of transactions costs can make markets work for the rural poor;

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<sup>1</sup>As a workable method for providing a framework for making empirically informed choices among competing policy instruments, the Cochabamba analysis also has potential applicability in other LAC countries.

-Focusing policy analysis and reform on the laws, regulations, procedures, etc., essential for rural markets to function efficiently and even-handedly;

-Emphasizing participation in organizations as an essential element in increasing the economic power of the rural poor; and

-Translating "demand-driven" into operational do's and don'ts.

**3. Agricultural Research, Extension, and Education (Ag REE) Advisor (K. Byrnes)**  
**a. General Overview**

Dr. Kerry Byrnes served as the Ag REE advisor for the entire LOP. During his tenure, he completed 18 TDYs in the LAC region.

The Ag REE advisor focused on providing the LAC Bureau and Missions with guidance on Ag REE issues and programs bearing on two of the LAC Bureau's four strategic objectives in support of broadly-based, sustainable economic growth, as follows: **Strategic Objective #2**—Programs better address constraints impeding growth in agricultural investment, production, and trade; and **Strategic Objective #3**—Programs better address increasing small farmer incomes and employment opportunities in rural areas. To achieve these objectives, the advisor's workplan supports development of the following program output: "Agricultural technology is generated and transferred in response to demand by public and private organizations in accord with their comparative advantage." The advisor's contribution to the production of this output is measured in terms of accomplishment of specific activities (e.g., concept papers, strategies, special studies) used by the LAC Missions in developing country-specific development assistance programs.

**b. Major Accomplishments**

-Conducted three major studies: Joint Agricultural Research and Education Feasibility Study (JAREF), Ag REE Inventory, and Sustainable Private Agricultural Research in Latin America and the Caribbean (SPARLAC). The AgREE inventory documented the major decline in AID funding support for technology generation and transfer in the 1980s in the LAC region, that declines in per capita food production likely were caused by a lack of farmer demand for technology, and that AID could make a major contribution to strengthening AgREE by fostering a policy and institutional environment conducive to demand-driven technology generation and transfer.

-Completed 18 TDYs to respond to USAID Mission and LAC/DR/RD TA requests;

-Provided ongoing technical support to regional Ag REE meetings and publications;

-Served as the coordinator for an LAC Bureau initiative to assist in the creation of a Caribbean Basin Growers Association (CBGA).

**c. "Cross Cutting" Conclusions**

-A productive studies program depends on ensuring, at the outset, that the intended beneficiaries (LAC Missions) have the opportunity to participate directly in the process of study formulation:

LAC TECH and LAC/DR/RD would have achieved greater success in implementing the CBGA and SPARLAC initiatives had there been provision for greater LAC Mission participation in the study formulation process, to ensure that the purpose of the study or initiative is relevant to the Missions and

so perceived by them. Greater interaction between the advisor and the Missions at the outset of conducting a study should be a key component of the process of defining an activity's purpose, scope, and methodology.

-A productive TDY program depends on being fully responsive to Mission-level priorities and concerns:

This can be facilitated by involving the advisor at the earliest possible date (by phone or fax) in the process of Mission formulation of the TDY's proposed scope of work. On the other hand, sufficient time also must be planned for the advisor to follow up with the Mission as regards the TDY's results and needed next steps, thereby opening the door for greater continuity of LAC TECH support of the Mission's program.

-A productive workshop requires a time-consuming and intensive planning process:

There is a tendency for workshop planners to try to accomplish too much in too little time. Hence care is needed to ensure that a proposed workshop has well-focused objectives that can be accomplished within the time available for the workshop, and that the workshop is planned so as to be the logical next step of a longer-term development assistance process.

#### **d. Recommendations for LAC TECH II**

-Work with the LAC Bureau to complete the Ag REE Strategic Opportunities Technical Bulletin and SPARLAC Technical Report; and prepare a SPARLAC Technical Bulletin.

-Assist LAC Bureau in AID's development assistance reorganization.

-Respond on demand to Mission requests for technical assistance that potentially may include the following (based on current assessment of field-level project design activities):

- Bolivia--to assist Mission with the design of the Agricultural Technology Foundation project.
- Perú--to assist Mission with the design of the ATT project follow-on activities and with efforts to develop a sustainable FUNDEAGRO.
- Jamaica--to assist Mission in developing a concept paper for a sustainable Jamaica Agricultural Research Program.
- RDO/C--to assist CARDI in developing a sustainability strategy (e.g., privatization of selected research and extension functions).

-Assist LAC Bureau in identifying additional studies responsive to field-level needs for guidance on development of Ag REE programs; potentially relevant studies might include:

- Case studies and cross-cutting analysis of producer organization support of, participation in, and benefit from agricultural research on basic food crops.
- Assessment of status to develop alternatives to pesticide use on non-traditional agricultural crops (e.g., status of IPM research) and to develop "incentive compatible institutions" to foster the use of alternative pest control measures.

-Organize workshops to facilitate exchange and synthesis of relevant lessons learned in key technical areas--e.g., identification of state-of-the-art knowledge/experience and research needs re "getting the institutions right" (re "getting the transaction costs down") to foster beneficiary

(e.g., farmer) support of and participation in agricultural research; and identification of state-of-the-art knowledge/experience and research needs re "incentive compatible institutions" for sustainable agriculture in basic food crops (and/or NTAE crops).

#### **4. Agribusiness and Trade Development (ATD) Advisor (K. Weiss)**

##### **a. General Overview:**

Work of the Agribusiness and Trade Advisor in LAC TECH I was divided among support to AID/W, LAC/DR/RD, support to LAC missions, country-specific and cross-cutting studies, and other activities. Principle other activities included: presentations made in meetings and conferences, response to requests for information from individual firms in the region, and development of the agribusiness portion of the LAC TECH library.

##### **b. Major Accomplishments:**

-Support of LAC/DR/RD: Supported LAC/DR/RD in numerous ways including evaluating proposals for funding, reviewing SARs and other AID documents, reviewing drafts of study reports, preparing special reports, and providing non-traditional agricultural export (NTAE) statistics and other types of information as requested;

-Analyzed member services of GEXPRONT in Guatemala and recommended ways of increasing income from services;

-Completed an informal and a formal evaluation of PROEXANT in Ecuador and recommended ways of improving operation of the project;

-Advised on privatization of the handicrafts production and export project in Haiti, which was later done successfully.

-Recommended Sub-projects to be carried out in the remaining life of the Agricultural Export Services Project in Jamaica and prepared draft proposals for selected sub-projects.

- Worked on various studies, to include: provided assistance in the design and supervision of a major study, "Fruit and Vegetable Processing Options for the Latin America and Caribbean Region." Also conducted or worked on market studies on spices, specialty coffee, cocoa, sesame seed, garlic, passion fruit juice, banana puree and hearts of palm, a study to identify and profile 20 products with potential for export from LAC countries to the USA, and a study of the usefulness of the Miami Market News Service of the U.S. Department of Agriculture.

-Gave presentations in meetings and seminars in Washington D.C., Nicaragua, Jamaica, Ecuador, Belize, Trinidad, and Colombia. Planned, helped organize, and gave presentations in seminars in El Salvador, Bolivia, Argentina, Uruguay, and Paraguay. Most presentations concerned markets in developed countries for fresh and processed fruits and vegetables from the region, and methods of establishing distribution in these markets..

-Additional activities included developing and maintaining the LAC TECH agribusiness library and providing information on request from agricultural producers and exporters in the region. Information was provided also to, *inter-alia*, embassies of LAC countries,, the Technical Inquiries Group of CDIE, and the Congressional Office of Technology Assessment (OTA).

**c. Cross-Cutting Conclusions:**

Conclusions that may be drawn from the work of the ATD advisor include:

-Most LAC countries have increased their participation in non-traditional agricultural exports. Most future expansion will be in the direction of finding new markets for existing products, producing and exporting new fresh products which are more difficult for them than the ones now being exported, and/or increasing processing of agricultural products for export.

-The major obstacle to increasing exports of fresh agricultural products from the LAC region is difficulty of complying with phytosanitary regulations in the importing countries. Some major obstacles to increasing exports of processed foods are inadequate supplies of raw materials, high costs of production (including the cost of financing), and the difficulty of establishing distribution of a processed product in a competitive marketplace.

-Future USAID assistance in agriculture should be more market-oriented and should consider three types of markets--local, regional, and developed country markets.

-Future NTAE development activities must be undertaken with great care to ensure that small farmers have access to participation in them and that they will not exacerbate existing social, environmental, income disparity, food security, or other significant problems.

-In some countries, organizations that can assist LAC agro-entrepreneurs have been weakened by declining resources from AID. Simultaneously, AID has developed greater confidence in services to agro-entrepreneurs by local commodity and trade associations.

**d. Recommendations for LAC TECH II**

The ATD suggests the following areas for follow up under LAC TECH in support in agribusiness and trade:

-Recognition of the need to synthesize the experience with agribusiness projects in the LAC region, including those supported by AID and by other donors, and to develop recommendations for future interventions;

-Systemization of the identification of, and diffusion of, information on apparent new and expanded opportunities for production and export of fresh and processed agricultural products.

-Expand the project's knowledge of, and coordination with, agribusiness personnel in other USAID regions and other donor organizations. The project should also devote more attention to cross-cutting activities, such as region-wide information sharing on future production and wholesale prices to facilitate planting decisions as well as foment intra-regional trade in agricultural products.

-Agribusiness information centers are a topic of considerable interest to most countries in the region. There is a need to compile and distribute the latest thinking, from developing countries worldwide on the optimal purposes and characteristics of these centers.

-Provide support to missions in monitoring and evaluation of agribusiness projects to determine their effects on democracy, health, the environment, and economic growth.

## **5. Financial Policy Advisor (J. Daly)**

### **a. General Overview**

The position of financial policy advisor was added to the contract mid-May 1992 in response to an expressed need from the field missions for support in this area. Dr. Jorge Daly was selected after an extensive recruit and held this position through the completion of the contract, a period of fifteen months. His work focused upon determining the reasons for the failure of past modalities utilized to intervene in rural financial markets, and to propose alternatives for timely and effective technical assistance from USAID Missions to host governments. In the course of his research, Dr. Daly established valuable professional linkages with faculty professors at Ohio State University and officials of the World Bank and Inter American Development Bank in the field of rural finance. An extensive review of updated literature on rural financial was also performed.

The task of the financial policy advisor was greatly facilitated by two related sets of activities. The first was the participation in conferences organized by Brookings Institution, the Inter American Development Bank and Ohio State University. These events provided the advisor with the opportunity to exchange ideas with field practitioners. The second relates to the enormous benefits obtained from field trips, particularly to Chile (November 1992) and Indonesia (April 1993). Through his travel to Chile, Dr. Daly gained valuable insights into the design and sequencing of financial policy reforms. The trip to Indonesia was instrumental as he was able to obtain first-hand knowledge of the operations of successful rural financial entities. These trips allowed the advisor to extrapolate useful lessons for the role the USAID Missions can adopt in the strengthening of rural financial markets.

### **2. Major Accomplishments**

-Responded to requests from officers at the LAC Bureau to advise on agricultural finance issues.

-Supervised the preparation of policy matrices for El Salvador, Bolivia and Nicaragua detailing the status of agricultural policy and financial policy reforms, particularly as they relate to LAC Bureau objectives.

-Prepared a paper to support and discuss the rationale of financial policy reform and its limitations when applied to the rural context. This paper offers an overview of rural finance for field practitioners of rural development. This paper developed into a major study that ultimately provided guidance for effective government action to improve on the provision of financial services in rural areas. It also details the main conditions that are necessary for the successful operation of rural financial entities. The cases of Nicaragua and Ecuador were emphasized in the study's research. The study was completed in August 1993.

-Responded to a series of USAID missions' requests for services: El Salvador (June 1992), to prepare scope of work for study on agricultural credit; Haiti (August 1992), to provide financial advise on coffee revitalization project; Ohio State University at Columbus (September 1992), to discuss rural financial issues with the faculty; Nicaragua (September 1992), to write a paper on status of agricultural finance); Ecuador (November 1992), as part of the study, to discuss with IDEA the situation of agricultural finance in that country.

-In response to a request made by USAID/El Salvador, reviewed the assessments on agricultural credit markets and debt overhang problem, which were both prepared by ABT Associates, Inc.

**c. Cross Cutting Conclusions**

USAID Agricultural Development Officers have been facing an uphill struggle in persuading decision makers within that Agency that rural finance deserves much more attention and resources. Unfortunately, several Mission Directors still believe that "pulling the plug" on the old forms of aid on agricultural finance and strict concentration on policy reforms will be enough to correct the problems of rural financial markets. However, this is unlikely for many reasons. The missions have to be more involved at the micro level. The aforementioned study will provide the "carrot" or incentive to relevant individuals in the Missions regarding specific modalities to improve the credit scenario.

**d. Recommendations for LAC TECH II**

The financial policy advisor's position is slated for only one year under the follow-on project. Therefore, a strategy is needed to give the maximum exposure to the study. These efforts were initiated during the September 1993 ADO workshop via a presentation made by Dr. Daly, and several regional seminars which served as appropriate as vehicles to detail findings and recommendations. IDEA (Ecuador) and INCAE (Nicaragua) have expressed strong interest in hosting these seminars. Participants in the seminars could include key decision makers in host countries, i.e. managers of private commercial banks, managers of state agricultural banks, etc.

Specific activities that are recommended for the financial policy advisor under the follow-on include:

-Inform the missions in Nicaragua and Ecuador as to the advantages and disadvantages involved in promoting credit programs to small farmers associations as opposed to credit programs based on individual lending.

-Analyze schemes that allow for the reimbursement of transaction costs to commercial banks. This is an instrument that is used to entice these financial institutions to lend to small farmers. The project should look to the programs currently under implementation in Mexico for successful and effective examples. Also, an investigation of new procedures to lower transaction costs should be undertaken, and should include the latest cost-effective project appraisal techniques.

-Advise the missions in Nicaragua and Ecuador on the advantages and disadvantages of devoting resources for the reform of the state agricultural banks in these countries. This issue is of critical importance. Missions must decide what policy actions to recommend to host governments: revamp state agricultural banks so as to make them financially viable yet for the public good; or, foster the creation of village banks.

-Prepare a short study on two topics: conditions that lead to the successful mobilization of savings; and, schemes to finance NTAES. The first will detail policy actions that should be taken to spur rural savings, such as the establishment of an effective supervisory agency, schemes for deposit insurance, etc. The second will seek to provide alternatives for financing such exports. In so doing, the study should examine and benefit from the Chilean experience. This results of this study will be applicable to Guatemala, El Salvador and Ecuador.

**6. Research Associate (S. Corning)**

**a. General Overview**

The position of research associate was added to support the technical advisors in a variety of short and long-term studies. Based upon her educational background and experience, Ms. Susan Corning, the official project administrator for the contract, assumed this role in addition to her existing responsibilities. The technical advisors from whom she served as co-author were: the financial policy

advisor; and, the Ag REE advisor (for his work/study on institutional sustainability). The research associate also supported the following advisors: the agricultural policy advisor, which involved structuring/overseeing the research involved in the input/output study); and, the ATD advisor on various market studies. In addition, at the request of the phytosanitary advisor, Ms. Corning edited various written materials he prepared.

#### **b. Major Accomplishments**

-Co-authored two studies: Rural Financial Intermediation, and SPARLAC. Within the scope of work for the SPARLAC study, Ms. Corning authored a case study of Fundación Chile;

The work for the rural financial intermediation study included on-the ground research: interviews with all levels of lenders (or savings institutions) and users. Ms. Corning also interviewed agro-processing companies in Chile and Ecuador, state bank officials, bank officials who targeted the micro-enterprise sector(s), rural branch managers of both state and private banks, input suppliers.

#### **c. Cross Cutting Conclusions**

Based upon the work completed on the rural financial intermediation study, and from the perspective of the interviews conducted by this advisor, she concludes:

-in some cases, state banks are a viable entity to effect financial intermediation, especially when there is developed infrastructure in remote areas;

-rural financial intermediation must operate within the context of a committed program of financial reform. An extrapolated conclusion is that projects oriented toward improved credit availability to micro-producers, small-scale farmers, etc., must take into account macroeconomic and financial conditions in the region/country.

-input suppliers and agro-processors are over-rated as a source of financial assistance to producers. The main reason for this unpopular conclusion is that these suppliers/processors reach a fraction of a percentage of the productive population. They are also often operating sub-legally (rather than illegally) with no regulatory checks. In a country such as Chile, these programs are highly regulated and quite effective for the farmers who benefit, which is a fraction of a percentage of all farmers in that country.

Ms. Corning's other area/country of concentration was Ecuador. Currently, and at the time of the study, Ecuador was in a state of paralysis regarding financial reform. The mechanisms and laws were in place, and the ley de modernization was actually passed during the time frame of the study, yet political will was lacking to enforce reforms. Consequently, the state of improved financial intermediation to small-scale producers was also in a state of limbo.

#### **d. Recommendations for LAC TECH II**

In the area of rural finance, this advisor suggestion future research that would include more case studies on "what has worked." This is because there are programs out there that, at first glance look successful, and at second, look only marginally successful. Also, the project needs to study "what has not worked" -- there are many examples. The research associate speculates that there are no "magic bullets." Rather, what is needed is attention to the basics. Country diagnoses need to be made, along with viable recommendations in accordance to existing structures. At the time the study was finished, very concrete suggestions could be made to the BNF to get a program going in the outlying rural areas for both deposit and credit mobilization. Since it is so popular nowadays to tout "informal credit,"

the research associate also recommends that a study be carried out on this subject as she believe that "informal credit" is not viable. In those places where it is, it is only because the macro-structure is so lacking that it is the only alternative. This was approximately of the case in Peru. However, it is not recommended that those types of programs be strengthened or given legitimacy. Instead, diagnostics as to why this is the only viable alternative for credit (they are rarely savings mobilizers; therefore not true financial intermediation) and from there, possible alternatives, is in order.

In the area of market studies, Ms. Corning recommends that only those which are broad in scope (i.e., such as the Oriental Vegetable study) be undertaken in the future. Under LAC TECH I, both the ATD advisor and she were requested to work on a number of individual product specific studies that serve a very narrow clientele.

In the area of institutional development/sustainability, the case study of Fundación Chile (FCh) demonstrated that, as an institution, other institutions can learn a great deal from FCh. The secret to their success is that they have mastered cost accounting. They also aggressively market their services. Their unprofitable years occurred when they were trying to figure out what their services would be, and when they were not tracking costs. FCh is not the exception – they had the opportunity to fail just like many other institutions. They survived and thrived because they were successful in developing a product for an existing market, determined a target profit margin necessary for financial solvency, and went into production. And, they developed systems to measure and adapt to market shifts. The research supports the idea of contracting several of their business managers to do examine LAC and/or AID inaugurated institutions under the follow on project.

The input-output analysis study was inconclusive. However, it could be useful to highlight the importance of NTAE and agro-processing activities in a developing country's economy. The literature review turned up few useful studies. Additional work is needed in terms of in-depth study using an original research design as opposed to trying to synthesize the results of others' studies. Each study had its own assumptions and parameters, resulting in a situation comparable to comparing apples and oranges.

Additionally, this advisor recommends possible future LAC TECH input-output study to determine the feasibility of future NTAE and agro-processing assistance activities.

### **III. Management Summary**

#### **A. Personnel**

##### **1. Status of Project Support**

Over the LOP, LAC TECH's management personnel was modified to meet the needs of the project. The following is a description of the positions/individuals that comprised the management team and a chronology of the changes it experienced.

##### **a. Program Manager**

*Staffed by: Ms. Candace Conrad, September 1989-August 1992  
Ms. Emilia Roberts, August 1992-December 1993*

This position ran the entire LOP as a part time, billable position. Ms. Conrad served as the Project Manager from October 1989 through August 1992, at which time she returned to work in the Company's home office. Ms. Roberts, who had worked with the project since start up in the role of Chemonics' home office project administrator, was trained by Ms. Conrad to ensure a smooth transition, replaced her immediately following her departure to the Chemonics home office. Ms. Roberts served in this role until August 1993, at which time she assumed the role of the Project Director for LAC TECH II.

##### **b. Project Assistant/Project Administrator**

*Staffed by: Ms. Joanna Bressel, September 1989-October 1991  
Ms. Susan Corning, October 1991-August 1992  
Ms. Amy Buckner, April 1992-August 1993*

Chemonics recognized at the proposal development stage that the project would require an additional staff member to support the project manager. To do so, it provided a half time project assistant to the project at no cost to the contract. Ms. Joanna Bressel was selected at the start of the project to fill this role. In October, 1991, Ms. Bressel elected to return to work within the Chemonics Home Office. The program manager then requested to upgraded the position to that of a full time, billable project administrator. This decision was based upon the increasing administrative and technical support needs of the project's advisors. Following a search to identify appropriate candidates, Ms. Conrad selected Ms. Susan Corning. During the last year of the contract, Ms. Corning shifted her focus and served as the project's research associate (see section 6a.-d. for the technical summary by Ms. Corning).

In this last year of the contract, the team members focused upon the completion of their studies, and continued to provide support to the missions. To meet the increased support needs of the team, a non-billable project assistant, Ms. Amy Buckner, was added to the staff. Ms. Buckner served in this capacity from April 1992 to May 1993, at which time she was promoted to project administrator. She continued working in this capacity until August 1993, at which time she became the Project Manager on the LAC TECH II project.

##### **2. Management Lessons Learned**

After a period of implementation experience, the management staff (program manager, project administrator, and project assistant) recognized the need for systems that would improve the flow of communication flow between the LAC/DR/RD and project offices. In the absence of such systems,

both AID and contract staff experienced difficulties in communication, leading to a variety of problems. There were many instances of un- or miscommunicated information related to TDYs, lost documents, and difficulty in tracking requests and receipts of travel authorizations and country clearances. The weekly staff meetings were not intended to allow for the discussion of very detailed administrative or technical matters, yet there was a profound need for a way to allow the advisors to communicate spontaneously and frequently, if needed. In response to these needs, the program manager and project officer initiated the process to link offices via computer electronic mail. In addition, technical subcommittee meetings were created so that advisors could spend quality time discussing with their colleagues, technical issues relevant to the work at hand. And, weekly budget meetings were held with the project officer, Joseph Salvo, to ensure that LTI had the ability to provide LAC/DR/RD with the most up-to-date information regarding budget/LOE status.

Once basic systems were in place, LAC/DR/RD initiated an effort to develop a LAC TECH Operations and Procedures Manual to serve as a reference for future staff. This manual covers all aspects of the project, to include: the development of a technical assignment and its required approvals, the publications process, and editorial reviews of studies and reports.

### **3. Project Inventory**

Included in Annex A is the final project inventory report as presented to the contracting officer upon contract closeout. The inventory exceeds AIDAR reporting requirements in that it includes all nonexpendable property acquired over LOP by LAC TECH I, with a total value of \$27,051.64. All materials included in the inventory have been transferred to Chemonics' LAC TECH II project office and will be disposed to USAID upon completion of that contract based upon the instructions provided by the contracting officer.

#### **B. Financial Summary**

##### **1. Budget:**

The final project invoice and most current budget monitor are included in Annex B. At the time of the contract's signature in 1989, the original two year contract budget equaled \$1,391,416. Contract modification #4 added funds and level of effort to cover the rural financial policy advisor position and billable status of the project administrator (however, this position, as with other home officer support services -- computer, publications -- did not increase the total contract level of effort). The result was a final contract budget of \$3,921,934.

In the early years of the contract, the program manager submitted copies of the updated budget monitor to the project officer on a regular basis and this served to keep both parties informed of the financial status of the contract. However, as the contract entered its final year, the issue of finances became more pressing due to the high demands made by missions for advisors' TA services. In order to ensure that sufficient funds would be available to allow advisors to provide such services, the project officer met with project management staff on a weekly or bi-weekly basis to review updated budget/expense projections that incorporated anticipated travel and program activity needs.

##### **2. Level of Effort:**

The original contract contained 88 person months of LOE, distributed as follows:

<i>Agricultural Policy Advisor:</i>	<i>24 pm</i>
<i>Agribusiness and Trade Advisor:</i>	<i>24 pm</i>
<i>AgREE Advisor:</i>	<i>24 pm</i>
<i>Program Manager:</i>	<i>12 pm</i>
<i>Short term technical assistance:</i>	<i>4 pm</i>

Following the approval of contract modification #4, the LOE for the contract was increased to 220 person months, distributed as follows:

<i>Agricultural Policy Advisor:</i>	<i>46 pm</i>
<i>Agribusiness and Trade Advisor:</i>	<i>46 pm</i>
<i>AgREE Advisor:</i>	<i>46 pm</i>
<i>Program Manager:</i>	<i>46 pm</i>
<i>Short term technical assistance:</i>	<i>34 pm</i>

A copy of the final update of the LOE monitor is included in Annex C. Note that the LOE is expressed in person days (PD) rather than person months (PM), as requested by the project officer. To convert the person days (PD) into person months (PM), simply divide the total person days by 22 days per person month.

The final page of this monitor indicates that the contract expended 204.55 pm of the total 220 person months available.

**3. Planned no-cost project extension:**

To utilize a portion of the remaining contract funds as of the original contract completion date of August 11, 1993, a no-cost contract extension was requested and approved. This extension moved the completion date back to December 31, 1993. This no-cost extension was used to fund specific activities, primarily the September 1993 Agricultural Development Officer's Conference held in Annapolis, Maryland. The balance remaining in the contract, as noted in the final invoice, \$51,469.30 has not been expended to ensure ample funds are available to cover an anticipated indirect cost rate adjustment in 1994.

**C. Deliverables**

**1. Summary/tally of deliverables:**

Over the LOP, the project's deliverables (workshops, seminars, studies, TDY days) were reported through the Semi-Annual Report (SAR). Below is a summary of the deliverables reported in the SAR:

	<u>Planned</u>	<u>Accomplished Over LOP</u>
<i>Mission TDYs (Person Days)</i>	<i>946</i>	<i>702</i>
<i>Conferences/Workshops</i>	<i>16**</i>	<i>12</i>
<i>Special Studies</i>	<i>5</i>	<i>10</i>
<i>Cross Cutting Assessments/ Evaluations</i>	<i>1</i>	<i>1</i>

\* *The number of planned mission TDY days is an estimate based upon the advisors' scopes of work, which called for advisors to travel up to 25% of the time. Therefore, the 946 days were arrived at by multiplying the total of long and short term LOE (172 pm) by .25. The 25% target for mission TDYs was not reached primarily due to budget constraints in the last year of the project, as well as the need for the advisors to focus on the completion of their studies.*

\*\* *The contract stipulated that a maximum of 16 conferences/workshops would be completed.*

The contracts' advisors served missions or AID representative offices in 22 countries throughout the LAC region. Below is a table that illustrates the distribution of technical assistance to each country:

<i>COUNTRIES</i>	<i>Agricultural Policy</i>	<i>Agribusiness and Trade</i>	<i>Ag. Research and Education</i>	<i>Financial Policy</i>
<i>Argentina</i>		X		
<i>Barbados</i>	X	X	X	
<i>Belize</i>		X	X	
<i>Bolivia</i>	X	X	X	
<i>Chile</i>			X	X
<i>Colombia</i>		X	X	
<i>Costa Rica</i>	X		X	
<i>Dominica</i>			X	
<i>Ecuador</i>	X	X	X	X
<i>El Salvador</i>	X	X	X	X
<i>Guatemala</i>	X	X	X	
<i>Haiti</i>	X	X		X
<i>Honduras</i>	X		X	
<i>Jamaica</i>		X		
<i>Mexico</i>			X	
<i>Nicaragua</i>	X	X		X
<i>Panama</i>				
<i>Paraguay</i>		X		
<i>Peru</i>	X		X	
<i>St. Lucia</i>			X	
<i>Trinidad/Tobago</i>		X	X	
<i>Uruguay</i>		X		

The studies included in the SAR are listed, along with all other reports completed during the LOP of LAC TECH I, in Annex D. All studies and reports completed during the LOP of LAC TECH I have been forwarded to CDIE. Copies are also available from the LAC TECH I project library.

The project library, a contract deliverable not noted in the SAR, has evolved into a substantial collection of technical materials. The library holdings include periodicals/series, reference materials, market and product reports, books and published reports. These materials cover the full technical range of the advisory team.

**ANNEX A**

**LAC TECH PROJECT INVENTORY**

REPORT OF GOVERNMENT PROPERTY IN CONTRACTOR CUSTODY

Items with unit cost greater than: 0.00

Period: 09/28/89 To 03/24/94

Category: OFFICE-FURNITURE & EQUIP

Beginning Inventory	.00
Purchased by contractor	11,494.11
Ending Inventory	11,494.11
Average Inventory Age (Years)	2.13

Category: OTHER (NONEXPENDABLE)

Beginning Inventory	.00
Purchased by contractor	15,663.52
Transferred to Others	.00
Ending Inventory	15,663.52
Average Inventory Age (Years)	3.94

Total Value: \$27,157.63

Less credit (see item 049 on  
master inventory list) - 105.98

Actual Value of Commodities Purchased: \$27,051.65  
(equivalent to final amount expended under Equipment, Vehicles, Freight  
line item in final invoice, 11/93)

MASTER INVENTORY LIST

Item#	Acq. Date	Ref#	Description	Acq Code	Category	On Hand	Unit Cost	Total Cost
0001	12/31/89	025872	OMNIKEY 102 KEYBOARD Model: Omnikey 102 Serial#: 027926-89/09	1	D	1.00	99.00	99.00
0002	01/31/90	026605	WORD PERFECT V5.1 Model: Word Perfect Serial#: 01821417	1	D	1.00	259.00	259.00
0003	01/31/90	026605	LOTUS 1-2-3 V 2.2 Model: Lotus	1	D	1.00	325.00	325.00
0004	01/31/90	026605	CARBON COPY PLUS Model: Carbon Copy Plus	1	D	2.00	129.00	258.00
0005	01/31/90	026605	EXTRA CHARGE FOR DROP OFF SHIPMENT For item #'s 2-4	1	D	1.00	17.00	17.00
0006	12/31/89	025872	FREIGHT - UPS DELIVERY (ITEM #1)	1	D	1.00	12.00	12.00
0007	01/31/90	026750	5 TIARA ARCNET CARDS Model: Tiara Arcnet Cards	1	D	5.00	105.00	525.00
0008	02/28/90	027395	FV 1200B INT. Model: FV 1200B Int.	1	D	1.00	63.00	63.00
0009	02/28/90	027396	1200 BAUD EXTERNAL MODEM Model: Baud External Modem	1	D	1.00	63.00	63.00
0010	03/31/90	027864	H/P LASER 2D Model: H/P Laser 2D	1	D	1.00	3,009.00	3,009.00
0011	03/31/90	027865	(4) DBS 286 12 MHTZ 640K, 3.5" 1.44 FLOP/HD CONTROLLER MONO MONITOR, MONO CARD S/P PORT, DDS 3.3, 101 KEYBOARD Model: DBS 286 12 MHTZ 640K	1	D	4.00	895.00	3,580.00
0012	03/31/90	027865	(1) DBS 286 12 MHTZ 640K, 3.5" 1.44, 5.25 1.2, FLOP/HD CONTROLLER, MONO MONITOR MONO CARD, S/P PORT DDS 3.3 101 KEY BOARD Model: DBS 286 12 MHTZ 640K Serial#: 119742	1	D	1.00	970.00	970.00
0013	03/31/90	027865	DBS 286 12MHTZ 640K 5.25" 1.2 3.5" 1.44 40 MEG HD, FLOP/HD CONTROLLER MONO MONITOR, MONO CARD DDS 3.3 S/P PORT Model: DBS 286 12 MHTZ ?	1	D	1.00	1,313.00	1,313.00
0014	05/31/90	029772	(2) ZENITH SUPERSPORT 184-2, 20MB Model: Zenith Supersport Serial#: 905DE010737(#2-.725)	1	D	2.00	1,799.00	3,598.00
0015	05/31/90	029772	(2) CARRYING CASE FOR SUPERSPORT Model: Supersport Case Serial#: N/A	1	D	2.00	69.00	138.00

MASTER INVENTORY LIST

Item#	Acq. Date	Ref#	Description	Acq Code	Category	On Hand	Unit Cost	Total Cost
0016	05/31/90	029775	(2) LOTUS 123 V2.2 3.5 Model: Lotus 123	1	D	2.00	315.00	630.00
0017	05/31/90	029775	(2) WORD PERFECT 5.1 3.5 1) #WP510375185 2) #WP510363410 Model: Word Perfect	1	D	2.00	235.00	470.00
0018	05/31/90	029579	(1) RENTAL FEE FOR TOSHIBA 1100 Model: Rental- Toshiba 1100	1	D	1.00	168.10	168.10
0019	05/31/90	030013	(1) 1100 AC ADAPTER (For Toshiba) Model: 1100 AC Adapter	1	D	1.00	39.22	39.22
0020	09/30/90	032993	(1) SW BRIDGE V4.1 Model: SW Bridge V4.1 Serial#: 619940	1	D	1.00	127.20	127.20
0021	09/30/90	032992	CARIBBEAN/TECHNICAL MATERIAL (This is a credit of 54.72 for Ref #032992) Model: Technical Material	1	D	1.00	0.00	0.00
0023	04/30/91	038307	COMPUTER EQUIPMENT - W LINK SOFTWARE NOTE: \$10 SHIPPING INCLUDED IN TOTAL VALUE	1	B	1.00	297.00	297.00
0024	05/20/91	038998	COMPUTER EQUIPMENT -- TIARRA MICRO- CHANNEL ARCNET CD.	1	B	1.00	342.38	342.38
0025	05/21/91	039102	COMPUTER EQUIPMENT -- DBASE III PLUS S.W NOTE: \$8 SHIPPING INCLUDED IN TOTAL VALUE. Serial#: 1256639-32	1	B	1.00	383.00	383.00
0026	08/26/91	041750	COMPUTER EQUIPMENT -- TIARRA ARCNET	1	B	2.00	112.20	224.40
0027	08/26/91	041750	COMPUTER EQUIPMENT -- COAX PATCH CABLES	1	B	2.00	15.00	30.00
0028	09/27/91	043079	COMPUTER EQUIPMENT -- TIARRA ARCNET	1	B	1.00	111.30	111.30
0029	09/28/91	043170	COMPUTER EQUIPMENT -- UPGRADING THE MONOCHROME MONITOR TO SUPER VGA COLOR MONITOR 1024X768 WITH 0.28 DPI. NOTE: SHIPPING \$7 INCLUDED IN TOTAL VALUE Serial#: HS0558038	1	B	1.00	289.00	289.00
0030	09/28/91	043170	COMPUTER EQUIPMENT -- UPGRADE MONOGRAPHIC CARD WITH SVGA CARD.	1	B	1.00	65.00	65.00
0031	09/06/91	042515	COMP. EQUIP. - 386/25 MHZ COMP.(S/W 0918 9138625); MONOCHROME MONITOR (S/W 107271 67); ENHANCED KEYBOARD (S/W 00137214). NOTE: \$25 SHIPPING INCLUDED IN TOTAL.	1	B	1.00	1,270.00	1,270.00
0032	09/06/91	042515	COMP. EQUIPMENT -- ZOOM 4800 BPS EXT FAX MODEM.	1	B	3.00	105.00	315.00

MASTER INVENTORY LIST

Item#	Acq. Date	Ref#	Description	Acq Code	Category	On Hand	Unit Cost	Total Cost
0033	09/06/91	042515	COMPUTER EQUIPMENT -- IMPRESS SOFTWARE PROGRAM	1	B	1.00	78.00	78.00
0034	09/06/91	042515	COMP. EQUIP. -- CALENDAR MAKER PLUS	1	B	2.00	46.00	92.00
0035	09/06/91	042515	COMP EQUIP -- QEMM SOFTWARE PACKAGE	1	B	1.00	59.00	59.00
0036	09/06/91	042515	COMP EQUIP -- CARBON COPY PLUS V6.0	1	B	2.00	106.00	212.00
0037	09/06/91	042515	COMP EQUIP -- CARBON COPY PLUS UPGRADE 5.1 TO V6.0.	1	B	1.00	59.00	59.00
0038	09/06/91	042515	COMP EQUIP -- LOTUS UPGRADE FROM 2.2 TO 2.3. Serial#: 221811	1	B	1.00	149.00	149.00
0039	09/06/91	042515	COMP EQUIP -- TONER CARTRIDGE FOR IBM LASER PRINTER	1	B	2.00	158.00	316.00
0040	10/30/91	043642	COMPUTER EQUIPMENT -- UPGRADE ZOOM 4800 TO 9624 EXTERNAL FAX/MODEM NOTE: \$7 SHIPPING INCLUDED IN TOTAL VALUE.	1	B	3.00	69.33	207.99
0041	03/31/92	049749	COMPUTER EQUIPMENT -- TOSHIBA 2200SX/60 MEG LAPTOP W/CARRYING CASE. NOTE: \$20 SHIPPING INCLUDED IN TOTAL VALUE. Serial#: 015347	1	B	1.00	3,379.00	3,379.00
0042	05/11/92	052153	COMPUTER EQUIPMENT -- 1755 80M FAX MODEM W/ CARRY CASE. Serial#: CH010061	1	B	1.00	2,469.00	2,469.00
0043	09/30/92	056388	COMP EQUIP -- COMP SYSTEM WITH CASE; 386 MAINBOARD; 1.2M FLOPPY; FOCUS 2001 KEYBOARD. NOTE: \$57 SHIPPING INCLUDED IN TOTAL	1	B	1.00	492.00	492.00
0044	09/30/92	056388	COMP EQUIP -- SIMM 70 NS	1	B	2.00	42.00	84.00
0045	11/30/92		COMP EQUIPMENT -- SOFTWARE PACKAGE	1	B	1.00	74.95	74.95
0046	04/09/93	064798	COMP EQUIPMENT -- MOTHER BOARD 386-40 NOTE: \$9 SHIPPING INCLUDED IN TOTAL VALUE. \$18.10 tax included in total value. Serial#: AA11513944 LIU393	1	B	1.00	237.10	237.10
0047	04/09/93	064798	COMP EQUIPMENT -- SIMMS 1MB #3-70NS	1	B	4.00	38.00	152.00
0048	04/13/93	064841	COMP EQUIP -- PERFORM 2.1 SOFTWARE	1	B	1.00	105.99	105.99
0049	04/30/93	064841	COMP EQUIP -- CREDIT FOR PERFORM 2.1 VALUED AT \$105.99	1	B	1.00	0.00	0.00
*** Report Total --->								27,157.63

PHYSICAL INVENTORY

Item#	Acq	Cat	Description	Location	Responsible	Condition	On Hand
0001	1	D	OMNIKEY 102 KEYBOARD Model: Omnikey 102 Serial#: 027926-89/09	Chemonics/D.C.-LJB	CC	new	1.00
0002	1	D	WORD PERFECT V5.1 Model: Word Perfect Serial#: 01821417	LAC TECH, W/D.C.	CC	New	1.00
0003	1	D	LOTUS 1-2-3 V 2.2 Model: Lotus	Chemonics/D.C.	CC	New	1.00
0004	1	D	CARBON COPY PLUS Model: Carbon Copy Plus	Chemonics/D.C.	CC	New	2.00
0005	1	D	EXTRA CHARGE FOR DROP OFF SHIPMENT For item #'s 2-4	Chemonics/D.C.	CC		1.00
0006	1	D	FREIGHT - UPS DELIVERY (ITEM #1)	Chemonics/D.C.	CC		1.00
0007	1	D	5 TIARA ARCNET CARDS Model: Tiara Arcnet Cards	Chemonics/D.C.	CC	New	5.00
0008	1	D	EV 1200B INT. Model: EV 1200B Int.	Chemonics/D.C.-HO	CC	New	1.00
0009	1	D	1200 BAUD EXTERNAL MODEM Model: Baud External Modem	Chemonics/D.C.-HO	CC	New	1.00
0010	1	D	H/P LASER 2D Model: H/P Laser 2D	Chemonics/D.C.	CC	new	1.00
0011	1	D	(4) DBS 286 12 MHTZ 640K, 3.5" 1.44 FLOP/HD CONTROLLER MONO MONITOR, MONO CARD S/P PORT, DDS 3.3, 101 KEYBOARD Model: DBS 286 12 MHTZ 640K	Chemonics/D.C.	CC	New	4.00
0012	1	D	(1) DBS 286 12 MHTZ 640K, 3.5" 1.44, 5.25 1.2, FLOP/HD CONTROLLER, MONO MONITOR MONO CARD, S/P PORT DDS 3.3 101 KEY BOARD Model: DBS 286 12 MHTZ 640K Serial#: 119742	Chemonics/D.C.SERVER	CC	New	1.00
0013	1	D	DBS 286 12MHTZ 640K 5.25" 1.2 3.5" 1.44 40 MEG HD, FLOP/HD CONTROLLER MONO MONITOR, MONO CARD DDS 3.3 S/P PORT Model: DBS 286 12 MHTZ ?	USAID	CC	New	1.00
0014	1	D	(2) ZENITH SUPERSPORT 184-2, 20MB Model: Zenith Supersport Serial#: 905DK010737(#2-.725)	Chemonics/D.C.-Cabnt	CC	New	2.00
0015	1	D	(2) CARRYING CASE FOR SUPERSPORT Model: Supersport Case Serial#: N/A	Chemonics/D.C.-Cabnt	CC	New	2.00

PHYSICAL INVENTORY

Item#	Acq	Cat	Description	Location	Responsible	Condition	On Hand
0016	1	D	(2) LOTUS 123 V2.2 3.5 Model: Lotus 123	Chemonics/D.C.	CC	New	2.00
0017	1	D	(2) WORD PERFECT 5.1 3.5 1) #WP510375185 2) #WP510363410 Model: Word Perfect	LAC TECH/D.C.	CC	New	2.00
0018	1	D	(1) RENTAL FEE FOR TOSHIBA 1100 Model: Rental- Toshiba 1100	Chemonics/D.C.	CC	Used	1.00
0019	1	D	(1) 1100 AC ADAPTER (For Toshiba) Model: 1100 AC Adapter	Chemonics/D.C.-Tosh	CC	New	1.00
0020	1	D	(1) SW BRIDGE V4.1 Model: SW Bridge V4.1 Serial#: 619940	Chemonics/D.C.	CC	New	1.00
0021	1	D	CARIBBEAN/TECHNICAL MATERIAL (This is a credit of 54.72 for Ref #032992) Model: Technical Material	Chemonics/D.C.	CC	New	1.00
0023	1	B	COMPUTER EQUIPMENT - W LINK SOFTWARE NOTE: \$10 SHIPPING INCLUDED IN TOTAL VALUE	Lac Tech Office/WDC	ER/DK	new	1.00
0024	1	B	COMPUTER EQUIPMENT -- TIARRA MICRO- CHANNEL ARCNET CD.	Chemonics-Hub:ARCNET	ER/DK	new	1.00
0025	1	B	COMPUTER EQUIPMENT -- DBASE III PLUS S.W NOTE: \$8 SHIPPING INCLUDED IN TOTAL VALUE. Serial#: 1256639-32	LAC TECH Office/WDC	ER/DK	new	1.00
0026	1	B	COMPUTER EQUIPMENT -- TIARRA ARCNET	Chemonics-Hub:ARCNET	ER/DK	new	2.00
0027	1	B	COMPUTER EQUIPMENT -- COAX PATCH CABLES	Chemonics - HO	ER/DK	new	2.00
0028	1	B	COMPUTER EQUIPMENT -- TIARA ARCNET	Chemonics,D.C.-HO	ER/DK	new	1.00
0029	1	B	COMPUTER EQUIPMENT -- UPGRADING THE MONOCHROME MONITOR TO SUPER VGA COLOR MONITOR 1024X768 WITH 0.28 DPI. NOTE: SHIPPING \$7 INCLUDED IN TOTAL VALUE Serial#: HS0558038	Lac Tech/WDC-KW	ER/DK	new	1.00
0030	1	B	COMPUTER EQUIPMENT -- UPGRADE MONOGRAPHIC CARD WITH SVGA CARD.	Lac Tech/WDC-KW	ER/DK	new	1.00
0031	1	B	COMP.EQUIP. - 386/25 MHZ COMP.(S/N 0918 9138625); MONOCHROME MONITOR (S/N 107271 67); ENHANCED KEYBOARD (S/N 00137214). NOTE: \$25 SHIPPING INCLUDED IN TOTAL.	LAC TECH Office-KW	ER/DK	new	1.00
0032	1	B	COMP. EQUIPMENT -- ZOOM 4800 BPS EXT FAX MODEM.	Chemonics-HO	ER/DK	new	3.00

PHYSICAL INVENTORY

Item#	Acq	Cat	Description	Location	Responsible	Condition	On Hand
0033	1	B	COMPUTER EQUIPMENT -- IMPRESS SOFTWARE PROGRAM	LAC TEC Office/WDC	ER/DK	new	1.00
0034	1	B	COMP. EQUIP. -- CALENDAR MAKER PLUS	LAC TECH Office/WDC	ER/DK	new	2.00
0035	1	B	COMP EQUIP -- QEMM SOFTWARE PACKAGE	LAC TECH Office/WDC	ER/DK	new	1.00
0036	1	B	COMP EQUIP -- CARBON COPY PLUS V6.0	LAC TECH Office/WDC	ER/DK	new	2.00
0037	1	B	COMP EQUIP -- CARBON COPY PLUS UPGRADE 5.1 TO V6.0.	LAC TECH Office/WDC	ER/DK	new	1.00
0038	1	B	COMP EQUIP -- LOTUS UPGRADE FROM 2.2 TO 2.3. Serial#: 221811	LAC TECH office/WDC	ER/DK	new	1.00
0039	1	B	COMP EQUIP -- TONER CARTRIDGE FOR IBM LASER PRINTER	LAC TECH Office/WDC	ER/DK	new	2.00
0040	1	B	COMPUTER EQUIPMENT -- UPGRADE ZOOM 4800 TO 9624 EXTERNAL FAX/MODEM NOTE: \$7 SHIPPING INCLUDED IN TOTAL VALUE.	LAC TECH/WDC-1:CBNT	ER/DK	NEW	3.00
0041	1	B	COMPUTER EQUIPMENT -- TOSHIBA 2200SX/60 MEG LAPTOP W/CARRYING CASE. NOTE: \$20 SHIPPING INCLUDED IN TOTAL VALUE. Serial#: 015347	LAC TECH Office/WDC	ER/DK	new	1.00
0042	1	B	COMPUTER EQUIPMENT -- 1755 80M FAX MODEM W/ CARRY CASE. Serial#: CH010061	Lac Tech Office/WDC	ER	new	1.00
0043	1	B	COMP EQUIP -- COMP SYSTEM WITH CASE; 386 MAINBOARD; 1.2M FLOPPY; FOCUS 2001 KEYBOARD. NOTE: \$57 SHIPPING INCLUDED IN TOTAL	LAC TECH Office	ER/DK	new	1.00
0044	1	B	COMP EQUIP -- SIMM 70 NS	LAC TECH Office	ER/DK	new	2.00
0045	1	B	COMP EQUIPMENT -- SOFTWARE PACKAGE	LAC TECH Office/WDC	AKB	new	1.00
0046	1	B	COMP EQUIPMENT -- MOTHER BOARD 386-40 NOTE: \$9 SHIPPING INCLUDED IN TOTAL VALUE. \$18.10 tax included in total value. Serial#: AA11513944 LIU393	LAC TECH/WDC-INTERM	AKB	new	1.00
0047	1	B	COMP EQUIPMENT -- SIMMS 1MB *3-70NS	LAC TECH/WDC-INTERM	AKB	new	4.00
0048	1	B	COMP EQUIP -- PERFORM 2.1 SOFTWARE	LAC TECH Office/WDC	AKB	new	1.00
0049	1	B	COMP EQUIP -- CREDIT FOR PERFORM 2.1 VALUED AT \$105.99	LAC TECH office/WDC	AKB	new	1.00

\*\*\* End of Report \*\*\*

**ANNEX B**

**FINAL PROJECT INVOICE AND BUDGET MONITOR**

**PUBLIC VOUCHER FOR PURCHASES AND SERVICES OTHER THAN PERSONAL**

VOUCHER NO.  
LACTECH-51

U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT AND LOCATION  
Program Accounting and Finance Division  
Office of Financial Management  
(M/FM/PAFD, AID/W) Agency for Intl. Dev.  
Washington, DC 20523-1422

DATE VOUCHER PREPARED  
April 30, 1994

SCHEDULE NO.

CONTRACT NUMBER AND DATE  
LAC-0022-C-00-9041-00

PAID BY

REQUISITION NUMBER AND DATE

PAYEE'S NAME AND ADDRESS

Chemonics International Consulting Division  
2000 M Street, NW Suite 200  
Washington, DC 20036

DATE INVOICE RECEIVED

DISCOUNT TERMS

PAYEE'S ACCOUNT NUMBER

SHIPPED FROM

TO

WEIGHT

GOVERNMENT S/L NUMBER

NUMBER AND DATE OF ORDER	DATE OF DELIVERY OR SERVICE	ARTICLES OR SERVICES <i>(Enter description, item number of contract or Federal supply schedule, and other information deemed necessary)</i>	QUANTITY	UNIT PRICE		AMOUNT (1)
				COST	PER	
		Progress payment #51 under contract with USAID/LAC for the Agriculture and Rural Development Technical Services Project.				\$3,886.31

(Use continuation sheet(s) if necessary) (Payee must NOT use the space below) **TOTAL** \$3,886.31

PAYMENT: <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL <input type="checkbox"/> PROGRESS <input type="checkbox"/> ADVANCE	APPROVED FOR	EXCHANGE RATE	DIFFERENCES
	= \$	= \$1.00	
	BY:		Amount verified, correct for
	TITLE	(Signature or initials)	

Pursuant to authority vested in me, I certify that this voucher is correct and proper for payment.

(Date) (Authorized Certifying Officer) (Title)

ACCOUNTING CLASSIFICATION

PAID BY	CHECK NUMBER	ON ACCOUNT OF U.S. TREASURY	CHECK NUMBER	ON (Name of bank)
	CASH	DATE	PAYEE:	

(When stated in foreign currency, insert name of currency. If the ability to certify and authority to approve are combined in one person, one signature only is necessary; otherwise the approving officer will sign in the space provided, over his official title. When a voucher is receipted in the name of a company or corporation, the name of the person writing the company or corporate name, as well as the capacity in which he signs, must appear. For example: "John Doe Company, per John Smith, Secretary", or "Treasurer", as the case may be.	PER
	TITLE

**PRIVACY ACT STATEMENT**  
The information requested on this form is required under the provisions of 31 U.S.C. 82b and 82c, for the purpose of disbursing Federal money. The information requested is to identify the particular creditor and the amounts to be paid. Failure to furnish this information will hinder discharge of the payment obligation.

BEST AVAILABLE COPY

CHEMONICS INDUSTRIES, INC  
 CONSULTING DIVISION  
 LAC TECH

To: Program Accounting and Finance Division  
 Office of Financial Management (M/FM/PAFD, AID/W)  
 Agency for International Development  
 Washington, D.C. 20523-1422

Invoice Period: 12/01/93 Through 12/31/93

Invoice Number: LAC TECH-51  
 Obligated amount: \$3,921,416  
 Contract: LAC-0022-C-00-9041-00

For: Services pursuant to the contract between USAID/LAC and Chemonics International Consulting Division  
 for the LAC Agriculture and Rural Development Technical Services Project (LAC TECH).

SUMMARY

	Invoiced Through 12/31/93	Budget	Remainder	This Invoice 12/01/93-12/31/93
Salaries, Home Office	\$ 1,294,576.62	\$ 1,301,172.00	\$ 6,595.38	\$ 68.75
Fringe Benefits, Home Office	\$ 329,071.76	\$ 330,749.00	\$ 1,677.24	\$ 16.69
Overhead, Home Office	\$ 1,217,419.93	\$ 1,223,859.00	\$ 6,439.07	\$ 64.08
Travel & Transportation	\$ 325,242.71	\$ 348,243.00	\$ 21,000.29	\$ (341.00)
Other Direct Costs	224,787.52	224,507.00	(180.52)	839.02
Equipment, Vehicles & Freight	27,051.65	27,720.00	668.35	0.00
Training	102,688.93	118,897.00	14,208.07	0.00
<b>SUBTOTAL</b>	<b>\$ 3,520,839.12</b>	<b>\$ 3,571,247.00</b>	<b>\$ 50,407.88</b>	<b>\$ 647.54</b>
General And Administrative	\$ 123,275.58	\$ 124,337.00	\$ 1,061.42	\$ 21.30
Fixed Fee	\$ 225,832.00	\$ 225,832.00	\$ 0.00	\$ 3,217.47
<b>TOTAL THIS INVOICE</b>	<b>\$ 3,869,946.70</b>	<b>\$ 3,921,416.00</b>	<b>\$ 51,469.30</b>	<b>\$ 3,886.31</b>

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Bus: 05/19/94 13:13  
01-94-1853

CHEMONICS INDUSTRIES, INC  
Posted Transaction List  
For The Periods 01-94 Through 01-94  
As Of 04/30/94

Page 1  
Rept 01.62

4??? 051012

Pd Post	Jl Tp	Batch No	Acct	Tn Sub	Pd Tp	Ref En	Tran No	Date	Transaction Description	Beginning Balance	Debit Amount	Credit Amount	Ending Balance
			4130	Salaries, Home Office									
01-94	6J	005628	4130	051012	6L	01-94		12/31/93	TJR/.625dy @ \$110/DEC		68.75	0.00	
			4130						Account Total	0.00	68.75	0.00	68.75
			4230	Fringe Benefits, Home Office									
01-94	JC	008319	4230	051012	AD	01-94		04/30/94	24.28% DF \$68.75		16.69	0.00	
			4230						Account Total	0.00	16.69	0.00	16.69
			4330	Overhead, Home Office									
01-94	JC	008319	4330	051012	AD	01-94		04/30/94	75% DF \$85.44		64.08	0.00	
			4330						Account Total	0.00	64.08	0.00	64.08
			4400	Travel & Transportation									
01-94	6J	005628	4400	051012	6L	01-94		12/31/93	DS/Clebs-Balt/R71499		0.00	341.00	
			4400						Account Total	0.00	0.00	341.00	-341.00
			4600	Other Direct Costs									
01-94	6J	005628	4600	051012	6L	01-94		10/31/93	AT&T/Telephone/OCT		4.56	0.00	
01-94	6J	005628	4600	051012	6L	01-94		12/31/93	AT&T/Telephone/DEC		0.14	0.00	
01-94	6J	005628	4600	051012	6L	01-94		11/30/93	MCI/Telephone/NOV		30.80	0.00	
01-94	6J	005628	4600	051012	6L	01-94		12/31/93	Xerox/Photocopy/DEC		255.15	0.00	
01-94	6J	005628	4600	051012	6L	01-94		12/31/93	AFAX/Faxes/DEC		0.00	29.86	
01-94	6J	005628	4600	051012	6L	01-94		10/31/93	AT&T/Telephon/MAR-OCT		219.31	0.00	
01-94	6J	005628	4600	051012	6L	01-94		12/31/93	AFAX/Faxes/DEC		4.23	0.00	
01-94	6J	005628	4600	051012	6L	01-94		05/31/93	MCI/Telephone/MAY		86.20	0.00	
01-94	6J	005628	4600	051012	6L	01-94		11/30/93	MEDEX/MSP/J.Riordan		78.00	0.00	
01-94	6J	005628	4600	051012	6L	01-94		12/31/93	AT&T/Telephone/DEC		48.14	0.00	
01-94	6J	005628	4600	051012	6L	01-94		05/31/93	CNCI/Telephone/MAY		142.35	0.00	
			4600						Account Total	0.00	868.88	29.86	839.02
			4980	General And Administrative									
01-94	JC	008319	4980	051012	AD	01-94		04/30/94	3.29% DF \$647.54		21.30	0.00	
			4980						Account Total	0.00	21.30	0.00	21.30

Bus: 05/19/94 13:13  
01-94-1853

CHEMUNICS INDUSTRIES, INC  
Posted Transaction List  
For The Periods 01-94 Through 01-94  
As Of 04/30/94

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Rept 01.6

4???

Pd	Jl	Batch	Tn	Pd	Ref	Tran	Transaction	Beginning	Debit	Credit	Endin		
Post	Tp	No	Acct	Sub	Tp	En	No	Date	Description	Balance	Amount	Amount	Balanc
			4991				Fixed Fee						
01-94	JC	008319	4991	051012	AD	01-94		04/30/94	Balance		3217.47	0.00	
			4991				Account Total		0.00	3217.47	0.00		3217.4
**Total Income and Expense								0.00	4257.17	370.86			-3886.3
Total									4257.17	370.86			

CONTRACT CERTIFICATION

The Undersigned hereby certifies that: (i) the fiscal report and any attachments have been prepared from the books and records of the Contractor in accordance with the terms of this contract, and to the best of my knowledge and belief, that they are correct, that the sum claimed under this contract is proper and due, that all the costs of contract performance (except as herewith reported in writing) have been paid or will be paid currently by the Contractor when due in the ordinary course of business, that the work reflected by the costs above has been performed, that the quantities and amounts involved are consistent with the requirements of this contract.

BY: 

TITLE: Acting Director

DATE: April 30, 1994

BUDGET MONITOR  
 CONTRACT YEAR III-IV

FILE NAME: BMON-Y3.WK1

COST CATEGORY	DEC 93	VALUE AS OF AMEND 7	EXPENDED YEAR I (10/89-9/90)	EXPENDED YEAR II (10/90-9/91)	EXPENDED TO DATE YEAR III-IV (10/91-12/93)	TOTAL EXPENDED TO DATE	REMAINDER	% OF TOTAL LINE ITEM EXPENDED
<b>I. SALARIES</b>								
<b>A. Long-Term Professionals</b>								
Policy Advisor: Albert Brown			72,483	79,535	6,935	158,953		
Policy Advisor: James Riordan			0	0	169,774	169,774		
AgREE Advisor: Kerry Bymes			51,477	59,048	124,254	234,779		
Agribusiness Advisor: Kenneth Weiss			49,843	57,174	119,031	226,048		
Financial Policy Advisor: Jorge Daly			0	0	105,154	105,154		
Program Manager: Candace Conrad			27,348	36,267	37,833	101,448		
Program Manager: Emilia Roberts					26,257	26,257		
Salary Increase Pool			0	0	0	0		
SUBTOTAL, Long-Term		0	201,151	232,024	589,237	1,022,412		
					0	0		
<b>B. SHORT-TERM PROFESSIONALS</b>		0	0	37,421	147,274	184,695		
SUBTOTAL, Short-Term		0	0	37,421	147,274	184,695		
					0	0		
<b>C. HOME-OFFICE SUPPORT</b>					0	0		
Workshop/Admin. Support			0	811	66,623	67,434		
Publications/Editing	68.75		0	44	15,130	15,174		
Commodities Procurement			795	272	247	1,314		
Computer Support			683	538	2,326	3,547		
SUBTOTAL, Home-Office			1,478	1,666	81,627	84,771		

BUDGET MONITOR  
 CONTRACT YEAR III-IV

FILE NAME: BMON-Y3.WK1

COST CATEGORY	DEC 93	VALUE AS OF AMEND 7	EXPENDED YEAR I (10/89-9/90)	EXPENDED YEAR II (10/90-9/91)	EXPENDED TO DATE YEAR III-IV (10/91-12/93)	TOTAL EXPENDED TO DATE	REMAINDER	% OF TOTAL LINE ITEM EXPENDED
					0	0		
<b>TOTAL, SALARIES</b>	<b>69</b>	<b>1,301,172</b>	<b>202,629</b>	<b>271,110</b>	<b>820,837</b>	<b>1,294,576</b>	<b>6,596</b>	<b>99.49%</b>
<b>II. FRINGE BENEFITS (base=salaries)</b>					0			
Fringe, Home-Office	17	330,749	45,004	71,673	212,394	329,071		
<b>TOTAL, FRINGE BENEFITS</b>	<b>17</b>	<b>330,749</b>	<b>45,004</b>	<b>71,673</b>	<b>212,394</b>	<b>329,071</b>	<b>1,678</b>	<b>99.49%</b>
<b>III. OVERHEAD (base=salaries+fringe)</b>					0			
Overhead, Home-Office	64	1,223,859	176,338	263,775	777,306	1,217,419		
<b>TOTAL, OVERHEAD</b>	<b>64</b>	<b>1,223,859</b>	<b>176,338</b>	<b>263,775</b>	<b>777,306</b>	<b>1,217,419</b>	<b>6,440</b>	<b>99.47%</b>
<b>IV. TRAVEL, TRANSPORT, PER DIEM</b>					0			
<b>A. U.S. Travel (RT)</b>					0			
Orientation Travel, U.S.				0	0	0		
U.S./Conf. Travel (LT/ST)	-341		1,672	7,229	18,507	27,408		
<b>SUBTOTAL, U.S. Travel</b>	<b>-341</b>		<b>1,672</b>	<b>7,229</b>	<b>18,432</b>	<b>27,333</b>		
<b>B. TO/FROM POST: None</b>			0	0	0	0		
<b>C. INTERNATIONAL TRAVEL (RT)</b>					0			
Ag. Pol Analysis			6,389	10,664	22,862	39,915		
Agribusiness/Trade			9,331	7,320	20,888	37,539		

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BUDGET MONITOR  
 CONTRACT YEAR III-IV

FILE NAME: BMON-Y3.WK1

COST CATEGORY	DEC 93	VALUE AS OF AMEND 7	EXPENDED YEAR I (10/89-9/90)	EXPENDED YEAR II (10/90-9/91)	EXPENDED TO DATE YEAR III-IV (10/91-12/93)	TOTAL EXPENDED TO DATE	REMAINDER	% OF TOTAL LINE ITEM EXPENDED
AgREE			7,600	3,793	11,931	23,324		
Financial Policy					7,846	7,846		
Short termer/home office			0	3,430	37,860	41,290		
<b>SUBTOTAL, International Travel</b>			<b>23,320</b>	<b>25,208</b>	<b>101,387</b>	<b>149,915</b>		
					0			
<b>D. TRANSFER COSTS</b>			0	0	10,090	10,090		
<b>SUBTOTAL, TRANSFER COSTS</b>			<b>0</b>	<b>0</b>	<b>10,090</b>	<b>10,090</b>		
					0			
<b>E. PER DIEM</b>			20,355	33,800	83,673	137,828		
<b>SUBTOTAL, Per Diem</b>			<b>20,355</b>	<b>33,800</b>	<b>82,547</b>	<b>136,702</b>		
					0			
<b>TOTAL, Travel</b>	<b>(341)</b>	<b>346,243</b>	<b>45,347</b>	<b>66,237</b>	<b>213,657</b>	<b>325,240</b>	<b>21,003</b>	<b>93.93%</b>
					0			
<b>V. ALLOWANCES: DANGER PAY</b>		0	0	0	0	0	0	0.00%
<b>TOTAL, Allowances</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
					100			
<b>VI. OTHER DIRECT COSTS</b>					0			
DBA			2,995	348	6,297	9,640		
SOS	78		180	701	2,127	3,008		
Communications-ph/fax/del	505.87		4,856	8,377	37,100	50,333		
Local travel			717	1,166	5,292	7,175		
Passport/visa			215	25	679	919		

BUDGET MONITOR  
 CONTRACT YEAR III-IV

FILE NAME: BMON-Y3.WK1

COST CATEGORY	DEC 93	VALUE AS OF AMEND 7	EXPENDED YEAR I (10/89-9/90)	EXPENDED YEAR II (10/90-9/91)	EXPENDED TO DATE YEAR III-IV (10/91-12/93)	TOTAL EXPENDED TO DATE	REMAINDER	% OF TOTAL LINE ITEM EXPENDED
Medical examinations			342	0	982	1,324		
Inoculations			0	245	132	377		
Reproduction costs	255.15		5,388	13,648	45,894	64,930		
Equipment rental/maint.			230	0	108	338		
Office rent			5,863	10,896	27,904	44,663		
Publications/graphics			445	0	10	455		
Editing/clerical services			961	907	8,711	10,579		
Conf. reg/membership fees			1,055	1,565	2,015	4,635		
Expendable supplies			3,799	1,606	6,644	12,049		
Miscellaneous			0	0	2,864	2,864		
Technical materials			898	3,926	6,713	11,537		
					0			
<b>TOTAL, Other Direct Costs</b>	<b>839</b>	<b>224,607</b>	<b>27,944</b>	<b>43,410</b>	<b>153,433</b>	<b>224,787</b>	<b>(180)</b>	<b>100.08%</b>
<b>VII. EQUIPMENT</b>					0	224,787		
Computer Equipment			15,664	5,424	5,756	26,844		
Conf/Workshop Equipment			0	0	208	208		
<b>TOTAL, Equipment</b>	<b>0</b>	<b>27,720</b>	<b>15,664</b>	<b>5,424</b>	<b>5,964</b>	<b>27,052</b>	<b>668</b>	<b>97.59%</b>
<b>VIII. TRNG/CONF/SEMINARS</b>					0			
Catering			702	5,987	725	7,414		
Training Services			3,144	19,756	28,589	51,489		

BUDGET MONITOR  
 CONTRACT YEAR III-IV

FILE NAME: BMON-Y3.WK1

COST CATEGORY	DEC 93	VALUE AS OF AMEND 7	EXPENDED YEAR I (10/89-9/90)	EXPENDED YEAR II (10/90-9/91)	EXPENDED TO DATE YEAR III-IV (10/91-12/93)	TOTAL EXPENDED TO DATE	REMAINDER	% OF TOTAL LINE ITEM EXPENDED
Facilities rental			268	3,710	3,505	7,483		
Trav:fares,parking,mile			311	13,258	0	13,569		
Per diem			0	5,386	0	5,386		
Other			0	4,665	12,684	17,349		
<b>TOTAL, Training/Conf/Seminars</b>	<b>0</b>	<b>116,897</b>	<b>4,425</b>	<b>52,762</b>	<b>45,502</b>	<b>102,689</b>	<b>14,208</b>	<b>87.85%</b>
					0			
<b>SUBTOTAL OF ITEMS I-VIII</b>	<b>648</b>	<b>3,571,247</b>	<b>517,351</b>	<b>774,391</b>	<b>2,229,093</b>	<b>3,520,834</b>	<b>50,413</b>	<b>98.59%</b>
					0			
<b>IX. G&amp;A (BASE=SUBTOTAL ALL COSTS)</b>	<b>21</b>	<b>124,337</b>	<b>14,744</b>	<b>29,654</b>	<b>78,877</b>	<b>123,275</b>	<b>1,062</b>	<b>99.15%</b>
<b>SUBTOTAL, G&amp;A</b>	<b>21</b>	<b>124,337</b>	<b>14,744</b>	<b>29,654</b>	<b>78,877</b>	<b>123,275</b>	<b>1,062</b>	<b>99.15%</b>
					0			
<b>SUBTOTAL OF ITEMS I-IX</b>	<b>669</b>	<b>3,695,584</b>	<b>532,095</b>	<b>804,045</b>	<b>2,307,970</b>	<b>3,644,109</b>	<b>51,475</b>	
					0			
<b>X. FIXED FEE</b>	<b>3,217</b>	<b>225,832</b>	<b>32,511</b>	<b>49,127</b>	<b>144,194</b>	<b>225,832</b>		
<b>SUBTOTAL, Fee (6.11528%)</b>	<b>3,217</b>	<b>225,832</b>	<b>32,511</b>	<b>49,127</b>	<b>144,194</b>	<b>225,832</b>	<b>(0)</b>	<b>100.00%</b>
					0			
<b>GRAND TOTAL</b>	<b>3,886</b>	<b>3,921,416</b>	<b>564,606</b>	<b>853,172</b>	<b>2,452,164</b>	<b>3,869,947</b>	<b>51,469</b>	<b>98.69%</b>

AK

**ANNEX C**

**FINAL PROJECT LEVEL OF EFFORT MONITOR**

LAC Tech LOE Monitor

Contract Years I-IV

FILE NAME: LMON-Y3.WK1

08-Apr-94

POSITION/ADVISOR	AUG to DEC 93	(PD)	(PD)	(PD)	TOTAL (PD)	TOT PD	TOTAL PD	TOTAL ST/LT LOE (PD) RESERVED	ANTICIPATED LOE (PD) REMAINDER
		EXPENDE D	EXPENDE D	YEAR III-IV (10/91-12/93) TO DATE	EXPENDE D	PER AMEND 4 (7/91)	(ST/LT) REMAINDER TO DATE (12/93)		
<b>A. LT Professionals</b>									
Policy Analysis/Form									
Albert Brown		247.06	260.92	22.50	530.48	530.48	0.00		0.00
James Riordan	5	0.00	0.00	456.00	456.00	481.52	25.52		25.52
Ag. Res., Extension & Ed									
Kerry Byrnes	10	238.04	260.92	490.00	988.96	1,012.00	23.04		23.04
Agribusiness/Trade Dev									
Kenneth Weiss	5	238.04	260.92	485.00	983.96	1,012.00	28.04		28.04
Financial Policy									
Jorge Daly	5	0.00	0.00	324.00	324.00	528.00	204.00		204.00
Program Manager									
C. Conrad/E. Roberts	3.75	110.66	127.82	286.25	524.73	528.00	3.27		3.27
<b>SUBTOTAL, LT</b>	<b>28.75</b>	<b>833.58</b>	<b>910.80</b>	<b>2,063.75</b>	<b>3,808.13</b>	<b>4,092.00</b>	<b>283.87</b>	<b>0.00</b>	<b>283.87</b>
(equivalent expressed in pm)				93.81	173.10	186.00	12.90	0.00	12.90
<b>B. ST Professionals</b>									
Carney, Jim		0.00	24.86	4.00	28.86				
Stewart, Jim		0.00	31.90	4.00	35.90				
Gamble, William		0.00	7.00	37.50	44.50				

LAC Tech LOE Monitor

Contract Years I-IV

FILE NAME: LMON-Y3.WK1

08-Apr-94

Key: * in progress	(PD)	(PD)	(PD)	TOTAL (PD)	TOT PD	TOTAL PD			
**anticipated	EXPENDED	EXPENDED	YEAR III-IV	EXPENDED	PER	(ST/LT)	TOTAL ST/LT	ANTICIPATED	
POSITION/ADVISOR	AUG to	Year I	Year II	(10/91-12/93)	TO DATE	AMEND 4	REMAINDER	LOE (PD)	LOE (PD)
	DEC 93	(10/89-9/90)	(10/90-9/91)	TO DATE	10/89-12/93	(7/91)	TO DATE (12/93)	RESERVED	REMAINDER
Gordon, _____		0.00	7.00	0.00	7.00				
Miller, _____		0.00	6.00	0.00	6.00				
Morton, Millie				18.00	18.00				
Barnett, Brian		0.00	33.14	4.88	38.02				
Childress, M.		0.00	0.00	12.00	12.00				
Thomas, Joe		0.00	10.34	10.03	20.37				
Lamb, John		0.00	0.00	8.50	8.50				
Flood, David		0.00	0.00	52.00	52.00				
Bathrick, David				11.00	11.00				
O'Donnell, John				121.00	121.00				
Picha, David				16.00	16.00				
Brown, AL				9.00	9.00				
Tucker, Dan C.				23.00	23.00				
Kahn, Robert				69.88	69.88				
Chapman, Jim				2.15	2.15				
Stewart, Rigoberto				85.00	85.00				
Cano, Jairo				12.00	12.00				
Claure, Hector				15.00	15.00				
Osburn, Donald				20.00	20.00				
De Janvry, Alain				1.00	1.00				
Casper, Dan				18.00	18.00				
Kernan, Bruce				18.00	18.00				
<b>SUBTOTAL, ST</b>	<b>0.00</b>	<b>0.00</b>	<b>120.24</b>	<b>571.94</b>	<b>692.18</b>	<b>748.00</b>	<b>55.82</b>	<b>0.00</b>	<b>55.82</b>

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LAC Tech LOE Monitor

Contract Years I-IV

FILE NAME: LMON-Y3.WK1

08-Apr-94

Key: * In progress **anticipated	(PD)		(PD)	TOTAL (PD)	TOT PD	TOTAL PD	TOTAL ST/LT ANTICIPATED		
	EXPENDED	EXPENDED	YEAR III-IV	EXPENDED	PER	(ST/LT)	TOTAL ST/LT	ANTICIPATED	
POSITION/ADVISOR	AUG to	Year I	Year II	(10/91-12/93)	TO DATE	AMEND 4	REMAINDER	LOE (PD)	LOE (PD)
	DEC 93	(10/89-9/90)	(10/90-9/91)	TO DATE	10/89-12/93	(7/91)	TO DATE (12/93)	RESERVED	REMAINDER
(equivalent expressed in pm)	0.00		5.47	26.00	31.46	34.00	2.54	0.00	2.54
<b>TOTAL LOE</b>	<b>28.75</b>	<b>833.58</b>	<b>1,031.04</b>	<b>2,635.69</b>	<b>4,500.31</b>	<b>4,840.00</b>	<b>339.69</b>	<b>0.00</b>	<b>339.69</b>
(equivalent expressed in pm)				119.80		220.00	15.44	0.00	15.44

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**ANNEX D**  
**FINAL LIST OF LAC TECH STUDIES**

## **LAC TECH STUDIES (in chronological order)**

*Note: The following studies and reports were funded partially or completely by Chemonics' contract under the LAC TECH Project.*

"Feasibility on the Potential Benefits of Joint Agricultural Research and Education in the Caribbean Basin and Region." Kerry Byrnes, Michael Moran, David Picha, Cecil Smith, April 20, 1990. (DAC collaborated with LAC TECH in writing this report through an IQC.)

"Caribbean Basin Growers Association CBGA Draft Business Plan." April 15, 1991.

"Caribbean Basin Growers Association CBGA Draft Grant Proposal." January 10, 1992.

"An Assessment of the Miami Market News Service." David B. Flood, December 1991.

"Strategic Guidelines for Programming and Assistance in Agricultural Research, Extension, and Education, Latin America and the Caribbean." (LAC TECH advisors provided key assistance in writing this AID document which is still in the process of being finalized.)

"A Cross-Cutting Analysis of Agricultural Research, Extension, and Education in AID-Assisted Countries." Kerry Byrnes, February 1992.

"Indices of the Effects of Policies on the Agricultural Sector of Costa Rica." Rigoberto Stewart, February 1992.

"The U.S. Market for Specialty Coffee." March 1992.

"Developed Country Markets for Spices from Latin America and the Caribbean." April 11, 1992.

"Caribbean Basin Growers Association Information Services Agenda: Survey Analysis and Recommendations." David B. Flood, June 1992.

"Cocoa: Situation and Trends." Susan Corning, September 1992.

"The U.S. Market for Garlic." November 1992.

"Strategic Guidelines for Programming Assistance for Agricultural Development and Natural Resource Management, Latin America and the Caribbean." November 1992. (LAC TECH advisors provided key assistance in writing this AID document.)

"A Case Study on the Organization and Financing of the Agricultural Research Program of the Ecuadoran Foundation for Agricultural Development (FUNDAGRO)." Kerry Byrnes, March 19, 1993.

"A Case Study on the Organization and Financing of the Agricultural Research Program of the Jamaica Agricultural Development Foundation (JADF)." Kerry Byrnes, March 24, 1993.

"Country-Level Study of the Effects of Policies on the Guatemalan Agricultural Sector" ASIES, July 1993.

"The U.S. Market for Passion Fruit Juice and Banana Puree." Kenneth Weiss and Susan Corning, August 1993.

"Input-Output Synthesis Report." James Riordan and Sandra Pattie, August 4, 1993.

"Nontraditional Agricultural Exports Regulatory Guide for the Latin America and the Caribbean." September 1993.

"A Case Study on the Organization and Financing of the Agricultural Research Program of Colombia's National Federation of Coffee Growers (FEDERECAFE)." Jairo Cano Gallego, September 1, 1993.

"Organization and Financing of the Agricultural Research Program of Fundación Chile: A Case Study." Susan Corning, September 15, 1993.

"Programming for Sustainability: Lessons Learned in Organizing and Financing Private Sector Agricultural Research in Latin America and the Caribbean." Kerry Byrnes and Susan Corning, October 1, 1993.

"The U.S. Market for Horticultural Products: Profiles of 20 Fresh Fruits and Vegetables." November 1993.

"Rural Finance in Latin American Countries." Jorge Daly, Susan Corning, and Amy Buckner, December 1993.

"Improving Incentives for Sustainable Forestry Management: An Ecuadorian Case Study." R. Stewart, Doug Southgate, V. Molinos, B. Kernan, and F. Guerron, 1993.

"The Effects of Trade and Concession Policies in Bolivia's Forest Sector: A Methodological Framework for Analysis." Rigoberto Stewart, Hector Claire, and Dave Gibson, 1993.

"Incidencia del Comercio Internacional Sobre la Economía del Sector Forestal Costarricense." Rigoberto Stewart, January 1994.

"The Anti-Forestry Bias of Government Policies and its Environmental and Economic Development Consequences in Latin America: Results of Three Case Studies." Rigoberto Stewart, Andrew Howard, and Dave Gibson, 1994. (This document is still in the process of being finalized.)

**"A Synthesis Report: Non-Farm Employment, its Importance and Programmatic Implications." James Riordan and Amy Buckner, 1994. (This document is still in the process of being finalized.)**

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